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ABSTRACT

This booklet lists 319 measures that colleges and universities have taken to meet the financial crisis. The measures are listed under: (1) "Increasing Income," and include raising tuition and student fees, changing investment policies, and administration and use of plant and facilities, and other income-producing procedures; and (2) "Decreasing Expenditures" in the following categories: faculty and personnel; general administration, maintenance and security, office expenses, purchasing and equipment rental and leasing, travel expenses, food services, departments, schools, programs and courses, and the library. (AF)

319 WAYS COLLEGES AND UNIVERSITIES ARE MEETING THE FINANCIAL PINCH

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MANAGEMENT DIVISION
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The prospect for easing the financial pinch by merely increasing income seems remote for most colleges and universities. As a result, more and more colleges are engaged in the delicate operation of trying to pare expenditures as much as possible without sacrificing academic quality or institutional morale.

The Chronicle of Higher Education
February 8, 1971

Two months ago the Management Division published an initial list of 148 money-saving practices from campuses throughout the country. The list proved so useful to presidents, and stimulated so many other ideas, that we immediately began compiling this augmented version. This time we contacted not only presidents but also financial vice presidents and business managers — the people responsible for actually drawing up budgets and financial plans.

The measures they described range from bold major changes to a myriad of less dramatic items, based on the premise that a policy of austerity must embrace all aspects of an institution's operations. No area in which scarce resources can be conserved should be beneath the notice of a conscientious administration. Needless to say, not all of these items are applicable to every college. But each one has actually been used some place. Here, then, is a check-list of proven possibilities, for presidents in search of economy and efficiency.

INCREASING INCOME

Tuition and Student Fees

1 Raising tuition

2 Recruiting new students more actively

3 Admitting more transfer students

4 Raising out-of-state student fees at public institutions to equal state resident fees plus state tax support

5 Requiring larger advance deposits on tuition from students

6 Collecting full tuition, room, board, and fees at the beginning of the year to reduce billing costs and enhance short-term investment income

7 Increasing proportion of tuition charged for a dropped course, or for withdrawal during the semester

8 Making nonrefundable all advanced deposits from admitted students

9 Raising academic fees, particularly late registration, graduation, thesis, etc.

10 Reducing rebate for not using room and board plan

11 Charging fees for use of library by organizations not related to the university, and by scholars and students from other institutions

12 Hiring a collection agency or appointing a collection agent for obtaining payment of student charges, instead of dropping students

13 Charging standard commercial rate of 1½% per month on all tuition, fees, room and board owed the university

14 Increasing dormitory charges

Investments, Plant, and Facilities

15 Investing cash balances in short-term securities

16 Short-term investment of amounts usually held as balances in checking accounts (if properly handled, the normal delay in cashing checks will prevent overdrafts)

17 Investing cash over the weekend – into the market Friday afternoon, out of the market Monday morning

18 Putting new endowment gifts into high yielding bonds instead of low yielding growth stocks

19 Splitting portfolio between two independent managers – a bank, and private financial consultants – to encourage competition and improve returns (telling both managers the minimum income needed each year and then giving each discretionary authority to proceed)

20 Using some of the appreciation on endowment for current expenses

21 Investing part of endowment in operating businesses and oil properties for higher return

22 Loaning securities in endowment portfolios to brokers for a fee

23 Selling off non-productive properties

24 Selling two university buildings, three off-campus apartment houses, and a 46-acre lot near campus

25 Selling college-owned faculty housing facilities to faculty members occupying them

26 Renegotiating long-term leases on investment property to bring in more current income

27 At a state institution: Picking up monthly subsidy payments by messenger at state treasurer's office to save days in transit and make remittance available earlier for short-term investment

28 Raising rentals charged on university-owned property to cover full cost and a fair return on investment

29 Renting out empty dormitory space to another college

30 Renting space to other institutions and groups for classes

31 Renting computer, duplicating and printing facilities, auditoriums, meeting rooms, and dorm facilities to outside groups or agencies (for example, for summer programs for the disadvantaged)

32 Offering "package deal" conferences in university facilities, using university-owned motel to accommodate participants

33 Charging bookstore full overhead cost for space and utilities used

34 Renting "airspace" on campus property (for example, building non-campus related apartments on the top of new campus facilities)

35 Converting old trunk rooms, storage rooms, and lounge space in dormitories into rentable space

Other Income-Producing Activities

36 Increasing the number of concession businesses on campus and charging them more

37 Requiring a commission on sales by privately owned vending machines on campus

38 Filing claims with federal agencies for full overhead reimbursement on government grants

39 Charging a management fee for running off-campus programs for credit for governmental organizations and industry

40 Increasing the number of government-supported training programs (e.g., training paraprofessional personnel for city school systems and for medical and public health organizations)

41 Obtaining operating money for the medical school from the state government or the federal government

42 Increasing charges for sports, cultural, and other campus events

43 Charging for press box seating

44 Increasing charges for parking

45 Installing parking meters for all visitor parking on campus

46 Charging a fee for both employee and student parking

47 Increasing fees for reading and speech clinics

48 Increasing fees for clinic or dispensary services

49 Charging students full cost for psychiatric or psychological services

50 Conducting telephone solicitation campaign using students to raise $42,000

51 Door-to-door canvassing by students to raise $35,000

52 Raffling off a scholarship

53 Challenging students to raise $100 each, which they did by conducting letter-writing fund drives, giving blood, conducting "the world's largest garage sale," etc.

54 Soliciting funds on television, radio, billboards, bus signs, etc.

55 Establishing a new donors program that gives special recognition to those pledging $10,000 over a 10-year period

56 Promoting events on campus which are certain money-makers (for example, rock concerts)

57 Presenting free concerts featuring students, with contributions requested in return for choice seats

58 Conducting more summer conferences and other activities at a profit

59 Conducting more adult education programs at a profit

60 Charging more for community services which in the past have been offered free or at a nominal price

61 Charging for check cashing services

62 Using students to persuade district voters to approve tax rate increase

63 Charging full cost of overhead for all special projects on campus

64 Lending endowment funds to students at interest rate lower than bank rate instead of at no interest

65 Offering a fifth-year master's program to a new student market without increasing faculty, library, or other expenses

66 Offering more evening master's programs to employed persons who do not require student aid

67 Charging for copies of college catalogs; limiting free distribution to general information brochures

68 Pushing book and record sales in campus bookstore

69 Selling college-owned artifacts, antiques, and art objects

DECREASING EXPENDITURES

Faculty and Personnel

70 Reducing the number of non-tenured faculty, adjunct or part-time faculty, consultants, research assistants, and teaching assistants

71 Using specialized faculty as guest lecturers in courses other than their own

72 Making greater use of adjunct faculty

73 Replacing faculty who leave or retire with lower ranked staff or teaching assistants

74 Encouraging early retirement of tenured faculty

75 Strictly enforcing retirement schedule

76 Eliminating visiting professorships

77 Eliminating academic chairs as they become vacant

78 Leaving vacancies unfilled

79 Being more careful on tenure decisions

80 Issuing conditional contracts, mainly to faculty for summer school, night school, or adult education courses; then cancelling classes if too few students enroll

81 Employing more part-time evening faculty who are not entitled to fringe benefits

82 Cutting back on high salaries paid distinguished scholars or other high-priced faculty members, artists, poets, or musicians in residence; sharing such people with other institutions

83 Freezing salaries

84 Establishing new salary schedule for administrative staff and faculty, beginning at one increment lower than previous schedule

85 Using a salary increase as an incentive for the faculty to permit increased student-teacher ratios

86 Increasing student contact hours per faculty member rather than increasing the number of faculty

87 Increasing faculty load in individual instruction and in the supervision of theses

88 Specifying that full-time faculty members spend a minimum number of hours in the classroom each week — 15 hours in community colleges, 12 hours in undergraduate colleges, and 9 hours in graduate schools

89 Requiring faculty to be available on campus for a full 7 or 8 hour day when not in the classroom

90 Reducing staff in office of Coordinator of Research since federal funds are now more limited

91 Reducing faculty time allowed for sponsored and departmental research

92 Cutting back on research allowances given to the faculty

93 Dropping foreign student advisors

94 Turning a senior division headed by a dean into a service department with only a director

95 Phasing out the Dean of Continuing Education

96 Merging small departments and assigning administrators to some teaching duties

97 Reducing the number of vice presidents

98 Purchasing packaged instructional units instead of hiring a new faculty member

99 Cutting back on the number and extent of sabbaticals given to the faculty

100 Reducing released time given faculty for administrative and committee assignments

101 Reducing the number of faculty committees or determining the cost of such committees and then requiring greater output to justify cost

102 Requiring prospective faculty and staff to pay their own job interview expenses (travel, etc.)

103 Limiting support of association memberships for faculty and staff

104 Limiting attendance of faculty and staff at conferences away from campus

105 Requiring faculty and staff to pay their own expenses for professional meetings

106 Abolishing the Administrative Intern Program, the Office of Survey Research and Statistical Studies, and the Office of Legal Counsel

107 Maintaining all salaries in special grant projects at the amounts specified in the grant

108 Eliminating the use of temporary personnel

109 Using temporary personnel in offices with peak periods, such as admissions; cutting down on permanent staff in such offices

110 Reducing the number of administrative people, guidance counselors, placement counselors, testing personnel, etc.

111 Reducing campus health care staff by using community hospitals, clinics, and physicians

112 Lengthening the working day without providing additional compensation

113 Reducing the number of secretaries and clerks

114 Using secretarial or clerical pools and installing automated typing equipment for form letters

General Administration

115 Cutting back financial aid to amount provided by government funds, endowment, and private gifts made specifically for scholarship purposes

116 Reducing number of athletic scholarships

117 Actively recruiting students who are eligible for scholarships from state or private sources

118 Obtaining a state program of instructional grants to attract underprivileged students and to take the sting out of increased student fees

119 Recruiting students from affluent areas to reduce the number of scholarship applicants

120 Eliminating scholarships for honors work not based on financial need

121 Imposing a quota at a public institution on the number of out-of-state students admitted when their tuition does not cover costs

122 Developing a consortium for some managerial activities such as servicing student loans

123 Establishing a planning office with a primary emphasis on cutting costs

124 Automating routine tasks wherever possible

125 Computerizing wherever possible to cut staff costs

126 Stretching out large expenditures (such as those for the installation of a computer system) over a longer period than previously planned

127 Simplifying admissions procedures, registration, record keeping; reducing the number of forms and documents required

128 Instituting paperwork control to eliminate old admissions and other records and save filing space and staff time

129 Simplifying procedures for student payment of tuition and fees; installing Master Charge credit card system for this purpose

130 Changing from quarter to semester system to eliminate one registration and one grade recording per year

131 Making accident and health insurance optional for students and eliminating the subsidy previously provided

132 Merging with an adjacent or nearby college to cut down on administrative overhead, size of faculty, and number of small classes; also to increase property investment

133 Consolidating administrative offices operating separately at a sister institution; centralizing such functions as admissions, job placement, financial aid, housing, and counseling

134 Shifting responsibility for the operation of the computer facility and its budget from the mathematics department to a larger merged division of science and engineering

135 Consolidating computerized functions of central administration, biomedical network, and research foundation into one system

136 Using the computer to prepare classroom rolls that will fit easily into a standard binder

137 Converting some scholarships into long-term loans

138 Establishing in next year's budget the upper limit of spending for each budget center on campus

139 Requiring the head of each budget center to project his plans within fixed limits for each of the next five years

140 Reducing the university chapel budget

141 Providing in-service training on budget preparation for department chairmen and deans

142 Involving department heads in considering the problem of "needs" versus "resources"; soliciting proposals from department heads to reduce administrative costs by 10%

143 Starting the budgeting process earlier and completing the budget earlier than in the past

144 Using only one format for submitting budget requests to the state central agency and the legislative committee

145 At a state college: having all checks and withholding tax forms prepared by the state accounting office that now prepares the payroll for other state employees

146 Building sabbatical programs around overseas contracts with government agencies or private firms

147 Reducing the number of federal grants accepted in which there is "cost sharing"

148 Returning grants for which matching or overhead funds cannot be found

149 Avoiding the establishment of a community college approved by the legislature, where population does not justify it; establishing instead an extension center operated by the state's land-grant college (which already has professional staff in the area to be served)

150 Eliminating technical services to private industry unless fully self-supporting

151 Eliminating overtime pay

152 Scaling down or eliminating inaugural ceremonies; commencement activities, convocations, and other academic pageants

153 Reducing the number of conferences operated at a deficit on campus

154 Investigating pool and consortium approaches to saving on insurance costs

155 Increasing deductibles on insurance policies

156 Buying catastrophe insurance only

157 Self-insuring (where permitted) for workman's compensation

158 Reducing space and personnel subsidy to college presses and to professional journals, associations, and outside professional societies using campus facilities

159 Contracting out the warehousing and distribution details of a university press to a commercial firm to eliminate most personnel costs in these areas

160 Cutting back on instructional services and office/laboratory space previously offered free to postdoctoral students

161 Providing less tuition reimbursement for faculty children

162 Abolishing inventory of inexpensive office and maintenance items when the inventory cost is greater than the value of the items

163 Eliminating all charge accounts in the campus bookstore

164 Eliminating annual contributions to neighborhood social service agency

165 Planning space utilization and architectural design for new construction at the same time

166 Eliminating football

167 Eliminating basketball and field and track

168 Eliminating all spectator sports that are costly

169 Utilizing space more economically in order to reduce rented space and the need for new construction

170 Constructing classrooms of varying sizes in order to reduce vacant seats in occupied classrooms

Maintenance and Security

171 Bolting typewriters, adding machines, etc., to desks in order to reduce theft and replacement costs

172 Organizing security measures with neighboring institutions and community organizations in a cooperative-type arrangement

173 Using students in security department

174 Using closed-circuit TV cameras to reduce personnel needed for security purposes

175 Using citizens band radio sending and receiving units for police and traffic officers, night watchmen, and for communication with maintenance and repair forces on campus

176 Using mobile repair units to move from task to task on campus

177 Improving supervision of maintenance activities to increase efficiency

178 Putting janitorial services on night shift only

179 Reducing janitorial services from five to three nights a week

180 Reducing dormitory cleaning services to once every other week

181 Reducing office cleaning except waste paper baskets to once a week

182 Banning tobacco smoking except in lounges to reduce janitorial expense

183 Discontinuing maid service in dormitories

184 Discontinuing provision of cooking utensils, sheets, pillows, and blankets to residence halls

185 Using disposable bath towels in locker rooms instead of laundering cloth towels

186 Repainting less often

187 Cutting back on building maintenance expenses, refurbishing, and repairs

188 Halting all building renovations

189 Ending the employment of professional interior decorators for new college buildings

190 Calling in outside specialists to review power plant efficiency

191 Closing entire buildings at night or on weekends to save heat, light, etc.; closing lounges at 10 P.M.

192 Instructing personnel not to turn off fluorescent lights unless the lights will be left off more than two to three hours

193 Installing electronic devices to control light, heat, air-conditioning, locking of buildings, etc., from central office, thus reducing the costs of utilities and personnel servicing campus buildings

194 Turning air conditioning down at night

195 Switching from fuel oil to natural gas for heating when cost is lower

196 Cutting off heat previously provided in hockey area

197 Closing a road on campus to save maintenance money

198 Banning autos for underclassmen to save outlays for parking lots and paving

199 Closing a campus owned recreational park

200 Transferring a state university owned arboretum to the State Department of Parks and Recreation

201 Closing a college operated farm

202 Deferring a tree care program

203 Replacing flower beds with grass or bushes

204 Installing artificial turf in heavily trafficked areas which had to be resodded each year

205 Installing automatic sprinkler irrigation system, using untreated water to reduce labor costs and water charges

206 Running environment campaign to keep campus clean

Office Expenses

207 Reducing the quality and quantity of office supplies (no more two-color printed stationery)

208 Using only one printing company and one style of type for all printing

209 Using one all-university letterhead with college, department, division, or office information typed in

210 Sending fewer catalogs, financial reports, and other printed reports by first-class mail

211 Cutting size of catalogs, reducing course descriptions, eliminating non-essential information and printing on cheaper paper; this also cuts mailing cost

212 Dividing the catalog into sections, printing each section in the number of copies needed; not sending prospective freshmen the course descriptions for advanced courses (which they don't need)

213 Sending out supplements to catalogs, bulletins, etc., rather than printing a whole new publication

214 Postponing publication of new catalog for one or two years

215 Using stickers to indicate changes in the catalog, rather than reprinting part or all of it

216 Redirecting advertising so that it goes mainly to potential students, rather than using scattered mailing lists

217 Cleaning up mailing lists; following up on non-deliveries, old addresses, unwanted communications

218 Cutting down on public relations, glossy-type publications, alumni materials, etc.

219 Minimizing costly publicity programs for campus productions; using local newspapers to publicize evening and cultural events, thereby saving most of the printing and postage costs

220 Giving up the publication of a quarterly scholarly journal

221 Cutting down on the numbers and sizes of college newspaper and magazine issues

222 Cutting back on number of private office telephones on campus

Purchasing; Equipment Rental and Leasing

223 Using a purchasing cooperative

224 Getting more bids than previously on larger items

225 Requesting discounts for immediate payment

226 Using campus centralized purchasing

227 Using central state purchasing for standard equipment items such as automobiles, typewriters, office equipment, etc.

228 Negotiating to allow private colleges and universities to purchase through state contract

229 Increasing control of purchasing near the end of a budget period

230 Buying government surplus property whenever possible to save money

231 Cutting back or eliminating purchase of new equipment

232 Buying cheaper equipment

233 Buying used equipment, particularly from industry (where some might be contributed)

234 Cutting down or eliminating rental of equipment

235 Changing to cheaper copying equipment

236 Establishing tighter control on use of xerox machines and other duplicating facilities

237 Eliminating all automobile purchases except for maintenance equipment

238 Renting time on a computer instead of buying one

239 Delaying two years in expanding the use and capacity of present computer

240 Changing to a cheaper computer

241 Purchasing rather than renting computer equipment (as opposed to federal policy that frequently prefers rental to purchase)

242 Leasing apartment buildings to house students (the number of which may be at peak levels) rather than building additional dorms

Travel Expenses

243 Reducing or eliminating university financed out-of-state travel by faculty and administration; in some cases, eliminating all travel subsidies

244 Requiring coach instead of first-class tickets

245 Cutting down on number of university-owned automobiles and limiting their use more rigidly

246 Disposing of university aircraft used less than 300 hours per year

247 Cutting down travel by admissions office to areas of marginal productivity

248 Paying closer attention to items included in travel expense accounts

249 Requiring new employees to pay their own moving expenses previously provided by the university

250 Cutting out free limousine service between two campuses

251 Discontinuing shuttle bus service on the campus of a large university

Food Services

252 Eliminating *all* food services

253 Eliminating all sit-down, served meals

254 Closing dining services during vacation periods

255 Reducing subsidy on faculty and administration dining rooms

256 Closing faculty dining rooms

257 Eliminating free guest meals or guest catering in dining facilities

258 Establishing commissary-type food service in conjunction with neighboring institutions: joint purchasing and preparation with delivery to participating institutions

259 Combining nine food service units into central facility

260 Using a "super snack bar," designed along the lines of a supermarket, where food is prepared and delivered in bulk, and arranged on racks to cut labor costs

261 Converting cafeteria to vending machine service

262 Establishing campus bakery to produce baked goods at a lower cost than regular purchase price

263 Directing more careful attention to menu planning and to size of portions served in dining hall

264 Cutting the deficit of faculty club in half by catering for meetings of local service clubs

Departments, Schools, Programs, Courses

265 Abolishing departments or academic programs that have too few students to justify continuation

266 Eliminating course sections with fewer than 15 students except for required courses

267 Increasing the size of regular classes and lecture sections

268 Closing down School of Education — too few students and too costly

269 Discontinuing laboratory school in School of Education

270 Cutting back services and activities in Campus School; maintaining only clearly defined experimental programs

271 Discontinuing communication arts and computer science departments

272 Eliminating theater department and dramatic arts productions

273 Offering more of the advanced courses in alternate years

274 Operating an alternate degree program or interim term during the summer to utilize staff and facilities more fully

275 Offering required courses in only two of three quarters, even though it delays graduation of some students

276 Providing accelerated degrees, external degrees, and credit by examination, independent study, and work-study instead of required courses

277 Abolishing language requirements; ultimately abolishing language departments with too few students

278 Cutting out physical education requirement

279 Sharing students with a consortium to allow a reduction in the number of courses offered

280 Reducing degree programs: offering a single undergraduate program and degree in the field of engineering instead of a variety of specialized undergraduate degrees; eliminating master's degree program in science and mathematics.

281 Cutting some Ph.D. programs to permit lower faculty and library costs

282 Requiring the faculty to defend every single academic program now being offered

283 Dropping a summer theatre and a summer language program (both had been subsidized)

284 Reducing the number of public concerts and extent of the lecture series

285 Dropping those research projects which require substantial university support

286 Refusing to begin any new academic projects without special funding

287 Using restricted funds for current programs rather than new ones

288 Allowing a department to create a new course only by dropping an old course

289 Using only a language laboratory for foreign language courses in lieu of instructors

290 Using senior undergraduate students to teach freshman language courses

291 Negotiating arrangements with a foreign university so that students can study abroad at an institution where tuition and air travel combined is less expensive than regular tuition

292 Curtailing the study abroad program even though the program costs the state less per student than on-campus study

293 Using less expensive materials, less equipment, and fewer supplies for laboratory experiments

294 Using audiotapes for language drill and for prerecorded lectures

295 Using auto-tutorial programs for teaching electronic technology, nursing, foreign languages, and biology

296 Using individually prescribed instruction in engineering courses

297 Using closed-circuit two-way telephone for statewide adult education courses

298 Combining upperclass and graduate courses which duplicate each other

299 Combining undergraduate schools which overlap each other

300 Reducing the extent of continuing education, agricultural research, and extension programs

301 Building a core program which all first-year students must take

302 Using core program for both freshmen and sophomores

Library

303 Cutting down number of subscriptions to periodicals and newspapers

304 Reducing acquisition of special collections such as manuscripts and rare books

305 Buying microfilm copies of magazines and journals instead of binding issues

306 Postponing binding periodicals

307 Cutting down book purchases; buying microcards, microfilm, microfiche instead

308 Buying used books instead of new editions

309 Cutting noncurrent book purchases by 50 percent this year; maybe 100 percent next year

310 Dividing up library acquisition areas with neighboring institutions; organizing an interlibrary loan system

311 Consolidating library collections and departmental libraries to eliminate need for some library personnel

312 Developing one periodical library for several large neighboring universities to handle subscriptions, binding, and storing

313 Discarding obsolete library books and records to save space, shelves, file cabinets, and handling costs

314 Renting less expensive storage space for rarely used books

315 Tightening up on the number of books and journals ordered by faculty and charged to the college

316 Reducing multiple copy book acquisitions by faculty

317 Reducing standing orders to major university presses

318 Reducing the hours of library service; closing the library Friday and Saturday nights

319 Opening stacks to all graduate and undergraduate students to reduce library staff

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